



Review for Economic Empowerment Project in Gaza



actalliance

PALESTINE JOINT COUNTRY PROGRAMME

Prepared By:

Final Report



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List of Abbreviations

ASALA	Palestinian Businesswoman’s Association
CSEE	Climate smart economic empowerment
CSI	Coping Strategy Index
DAC	Development Assistance Committee
DCA	Danish Church Aid
DNA	Detailed Needs Assessment
FGDs	Focus Group Discussions
HIE	Hub for Innovation and Entrepreneurship
HRBA	Human Rights Based Approach
ICT	Information and communications technology
JCP	Joint Country Program
KII	Key Informant Interviews
MA’AN	MA’AN Development Center
MFIs	Micro-finance Institutions
NGO	Non-Governmental Organization
NCA	Norwegian Church AID
NPA	National Policy Agenda
OECD	The Organization for Economic Co-operation and Development
PRA	Participatory Rapid Approach
R&D	Research and Development
ToC	Theory of Change
ToR	Terms of Reference
WAC	Women Affair Center

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Executive Summary

DanChurchAid-Norwegian Church AID (DCA-NCA) joint country program (JCP) is a five years program (from 2016-2020) and it is extended to 2021. Based on the current evaluation of the JCP in 2020, a second phase of the Joint country program will be identified, taking into consideration its findings and recommendations. Both DCA and NCA global strategies focus on Building resilient communities and Climate smart Economic empowerment and aim at improving employment and livelihood opportunities of Palestinian youth, women, and marginalized communities. Through Norwegian Aid for Development Cooperation (NORAD) fund, DCA-NCA have been engaged in employment generation opportunities in Gaza Strip through local partners. Together, they have worked to support the creation of income-generating opportunities for young people. The program supported a wide range of activities varying from micro-enterprise and business development by Palestinian Businesswoman's Association –(ASALA), ICT and freelancing program by Women Affair Center (WAC) and enhancing entrepreneurship and innovation focusing on agribusinesses, supporting new technologies and ideas to address market constraints by MA'AN development Center (MA'AN).

This review assesses the activities (interventions of 2018-2020) conducted under the project using the six OECD-DAC criteria: (relevance, coherence, effectiveness, efficiency, sustainability, and impact), in addition to other cross-cutting issues like gender. It also aims to deduce the lessons learned and the best practices to put forward recommendations for sustainable development and better performance.

In order to obtain accurate data about the design and implementation of the project and to determine to what extent the review criteria are met, the consultant used different tools to triangulate the collected data. The tools include reviewing the documents of the project, conducting (4) interviews with DCA project team members and the partners, and holding (2) focus groups discussions (FGDs): one FGD with female beneficiaries, and another FGD with male beneficiaries. In addition to document one case study and one success story.

The main findings of evaluation include:

Project Relevance: The available revised documents of the DCA/NCA project and the interviews confirm that the project strongly satisfies the priorities of different stakeholders in addition to other national and international plans, namely the National Policy Agenda (NPA) of 2017-2022, strategic plan of Ministry of Labor (MOL) and Sustainable Development Goals SDG. Moreover, the interventions matched the beneficiaries' needs in terms of training topics, incubation, and supporting funds. Regarding the relevance of the project to the partners' goals and scope of work: The intervention of DCA/NCA was in line with the mandates of the partners (MA'AN, WAC and ASALA), as all of them provide support and empowerment for the youth and women. ASALA adopted the conditional grant model for the first time in this project, the project closely matched MA'AN scope of work, and the intervention matched WAC vision and it was the first chance for WAC to enter the ICT sector.

Project Coherence: The synergies among partners activities are specifically noted in the various constitutive documents (concept note and logical framework), but it is absent from the regular narrative reports which present the outputs one after the other because each component of the project is assigned for one partner/ self-standing. However, the evaluation team identified some existing synergies or areas of potential synergies for example at the beginning of the project (in 2018), there was a synergy between WAC and ASALA, where ASALA provided training in business management for beneficiaries from the ICT sector and provided a grant while WAC was responsible for coaching and follow up.

Project Effectiveness: The project elements are developed in a structured way to ensure linkages among them (overall objective, intermediate outcomes, outputs, and activities), as well as each partner has achieved its planned targets and MA'AN exceeded the planned target of its objective. All the project partners have a clear complaints system. MA'AN and WAC built their approach considering the market and beneficiaries' needs. ASALA beneficiaries reported that the allocated fund for each project is limited. The delivered training through the different project phases were effective as reported by the beneficiaries of all project partners. Moreover, the project was cost effective.

Project Efficiency: The project's activities were implemented and the outputs were delivered within the planned timeframe, no major delays were recorded. In the project planning phase, each partner prepared their own proposal, so the real meaning of partnership was missed in 2018 and 2019, but in 2020 all partners have worked together and submitted jointly one proposal. The project teams of the partners are qualified and have a good level of experience. Each partner built the selection criteria of beneficiaries based on the target group and received requests, but in general MAAN and WAC used well-defined selection criteria for the beneficiaries. MA'AN and WAC established good level of coordination and relationships with the private sector and universities. WAC and MA'AN have a large commitment towards the beneficiaries and the service provision duration is not limited to the project duration. Considering the achieved benefits and impacts on the targeted groups, the cost of project' interventions was efficient, reasonable, and justified. All the project partners held several meetings with the project stakeholders in order to explain and clarify the overall objective and activities.

Project Impact: The project has positive impacts at the partners and beneficiaries' level. Firstly, at the partners' level the following impacts were recorded; the project developed the capacity of partners (MAAN, WAC, and ASALA) in different areas such as (youth-led interventions, partnership management, project management, networking and coordination), and enhanced the partners' experience in building institutional partnerships, developing innovative start-ups (MAAN), equipping the freelancers (WAC), and improving the knowledge level on green technologies (MAAN). Secondly, at the beneficiaries' level it improved the economic condition of the targeted beneficiaries especially WAC beneficiaries where they can earn a good level of

income from freelancing work, the trainees acquired new skills that made them more qualified to enter the local markets and to be self-employed. MA'AN and ASALA beneficiaries' through their implemented startups helped to secure job opportunities for other persons. On the long-term, it is expected that the project beneficiaries will expand and develop their projects in terms of size, market targeting, income and the number of workers. The freelancers are expected to be more qualified. Their entrepreneurship mind-set is expected to be highly improved, which will enable them to establish their projects and provide job opportunities for other individuals. This will improve the entrepreneurship and innovation ecosystem.

Project Sustainability: The project promoted the capacity of the project partners and enhanced their roles in the targeted communities, and the qualified team members of the partners are expected to continue providing services to other beneficiaries after the project closure. MA'AN hub is expected to play more active role in the innovation ecosystem, mainly in market-system-based initiatives and agribusiness innovative ideas. On the other hand, the sustainability among the beneficiaries; the targeted groups acquired the needed skills, especially the freelancers, which made them more qualified to secure income and to create a strong online freelance profile, the projects that were supported by ASALA are promising to generate revenues for their owners, MA'AN and WAC have a large commitment towards the beneficiaries and the service provision duration is not limited to the project duration. Moreover, they maintained good relationships with academic institutions and the private sector in the Gaza strip and works on expanding the pool of connection and networking. These networks serve as supporting backbone to the hub and beneficiaries.

In conclusion, the overall evaluation is satisfactory for all evaluation (DAC-OECD) criteria except the coherence which was partially satisfactory.

The key lessons learned and best practices included:

- Dissemination and commercialization of the concept of partnership concept, and inviting several partners to participate in the project implementation is valuable, but on the other hand the pros and cons should be assessed to keep the efficiency satisfactory
- Link the project components to the national needs; youth empowerment makes the project valuable and has tangible impacts at the short-term and long-term,
- Build the entrepreneurship mind-set was necessary to keep the youth on the track, to enhance their capacities as well as deepen their thinking on how to generate ideas and develop their own business as a future potentiality,
- The use of social media was effective in calling the applicants, but it was better if there was one unified call and a pool of beneficiaries to enhance the joint work and coordination, and build the flexibility in the planning and budgeting and being prepared to act, learn and adapt based on findings of the monitoring and the beneficiary feedback.

To ensure continued success, development of performance and achievement of higher levels of satisfaction while abiding to requirements, the following are recommended:

- Establishing a more comprehensive approach for coordination and networking with other relevant stakeholders, such as the Ministry of Agriculture, Ministry of Labor, Ministry of Entrepreneurship & Empowerment and other actors.
- Collecting the periodic reports and writing one period consolidated report for the project, to summarize the progress and conclude the reports submitted from the partners.
- In spite of the active performance of the partners in this round of the project, the DCA/NCA should revisit the partnership model and re-establish the consortium based on a clear roles and responsibilities. The evaluation report includes a proposal for the future partnership and implementation approach.
- Defining the core activities to all partners in order to link other activities to them and to ensure their integration at all project objectives. Single objective shouldn't be assigned for each partner.
- Continue supporting the ICT sector in general and freelancing in specific, as it is considered a critical domain in the current context of Gaza and during the Covid-19 pandemic.
- Enhance the networking and to build relations among the beneficiaries from the different interventions, for example connecting the entrepreneurs with the beneficiaries who are skilled in e-marketing, content writing, and graphic design.
- To continue the targeting for the youth from different disciplines such as marketing, translation, finance, accounting, engineering, and art, i.e. ICT and non-ICT graduates.

1 Introduction

DanChurchAid-Norwegian Church AID (DCA-NCA) joint country program (JCP) is a five years program (from 2016-2020) and it is extended to 2021. Based on the current evaluation of the JCP in 2020, a second phase of the Joint country program will be identified, taking into consideration its findings and recommendations. Both DCA and NCA global strategies focus on Building resilient communities and Climate smart Economic empowerment and aim at improving employment and livelihood opportunities of Palestinian youth, women, and marginalized communities. Through Norwegian Aid for Development Cooperation (NORAD) fund, DCA-NCA have been engaged in employment generation opportunities in Gaza Strip through local partners. Together, they have worked to support the creation of income-generating opportunities for young people. The program supported a wide range of activities varying from micro-enterprise and business development by Palestinian Businesswoman's Association –(ASALA), ICT and freelancing program by Women Affair Center (WAC) and enhancing entrepreneurship and innovation focusing on agribusinesses, supporting new technologies and ideas to address market constraints by MA'AN development Center (MA'AN). This has a positive impact not only on youth livelihoods/income but also on their psychosocial wellbeing and their social relations with families and other community members.

1.1 Review Objectives

The general objective of this consultancy is to assess the project achievements against the inputs and the intended results including comparisons to other similar interventions in Gaza. The specific objectives include: assessment of the project design, assessment of the project sustainability strategies, assessment of the quality of technical approaches including their relevance and efficiency, and identification of the lessons learned.

1.2 The consultant

RAI Consult is a pioneering consulting company that provides consultancies in the areas of business development and youth empowerment. These areas included and not limited to: strategic plans, Business Plans, Feasibility, Market Studies, Mapping Study, Market Assessment, Entrepreneurship, Evaluation, Planning, Management, Capacity Building, SMEs, etc.

2 Project Background

2.1 Project objectives

The goal of the project is to enhance the economic empowerment and to increase the prosperity of low-income young women and men in the Gaza Strip. This project started on 1st March 2018 and will end on 31st December 2020. In support of achieving the goal, the project seeks to realize the following specific objectives:

1. Promoting female and male youth access to sustained entrepreneurship opportunities that help create sustainable income generating jobs through the innovation approach (by MA'AN).
2. Enhancing youth access to reliable entrepreneurship opportunities by providing business grants and coaching (by ASALA).
3. Enabling young female to engage in labour market through e-work platforms aiming at improving their economic situation (by WAC).

2.2 Project Design Concept

The project is designed to promote income-generating and employment opportunities for entrepreneurs to build their resilience and improve their livelihood conditions. The project targets young females and male's potential entrepreneurs in Gaza to help them create\ establish their own business by building their capacities (skills) and improving their access to finance and business grants to expand their business.

This includes providing the needed business coaching and mentoring in the field and supporting youth marketing their products and services (i.e. establish links with the private sector).

2.3 Project Partners and Implementation Approaches

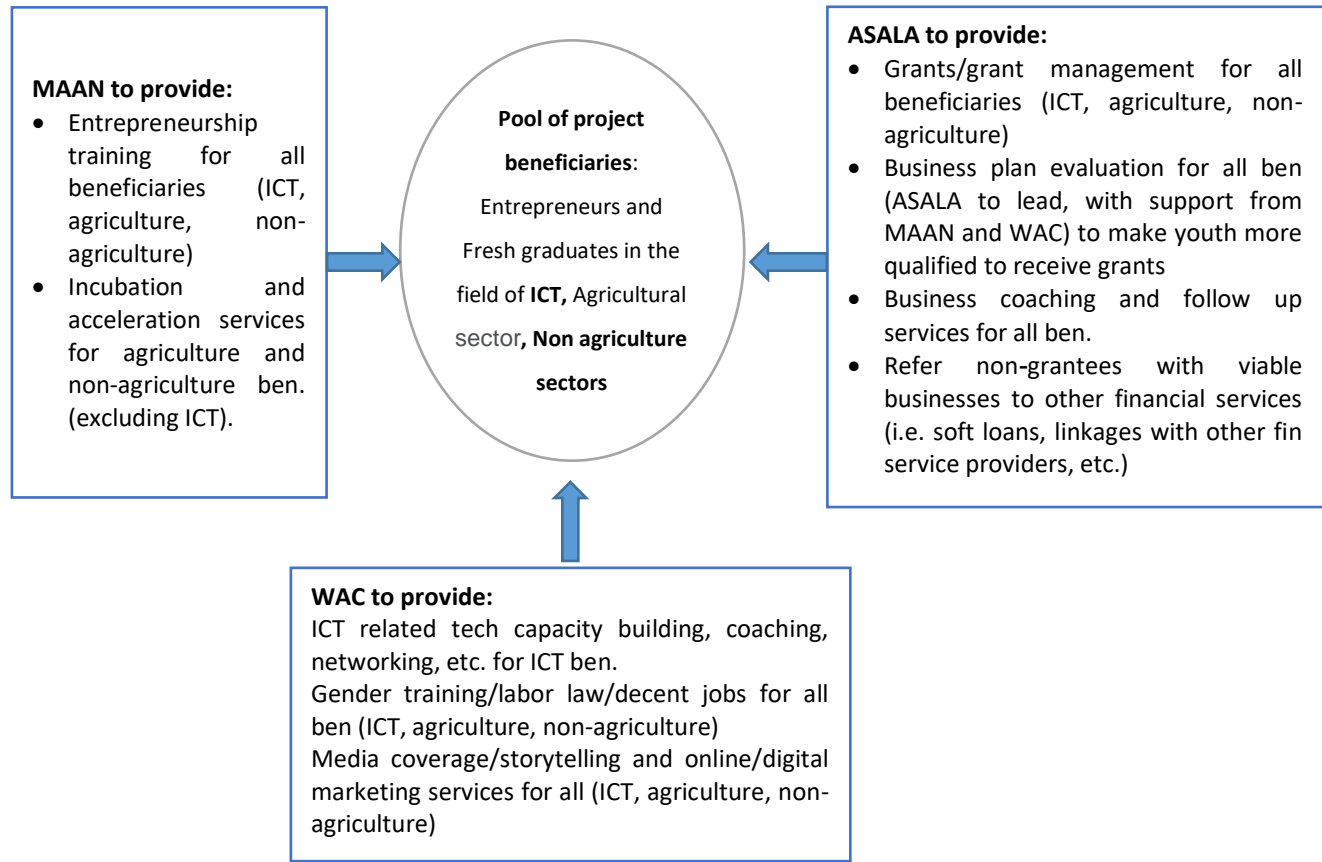
The project partners are MA'AN development Center (MA'AN), Women Affair Center (WAC), and the Palestinian Businesswoman's Association – (ASALA). **Annex 4** presents more details about the partner's missions, objectives, target group, output and budget. The chart below shows the consolidated joint Program model for DCA-NCA partners within economic empowerment. The following paragraphs summarize the implementation approach of each partner:

MA'AN: In 2018 and 2019, MA'AN has incubated the agricultural ideas only. It also has provided experiential and practice-based, gender-sensitive, entrepreneurship training, coaching, and mentorship programs targeting female and male youth in the HUB. While in 2020, the process of incubation and acceleration was developed based on the requirements of each idea/business (based on the received applications and the assessment of their needs), and it targeted new promising ideas rather than the agricultural ones such as recycling, light industries, etc.

WAC: The role of WAC in 2018-2019 was limited to provide life skills training and freelancing, after that, in 2020 it becomes responsible for providing the (entrepreneurship skills) training to the entrepreneurs and nominates the persons who will benefit from this training and the grants in 2020.

ASALA: The role of ASALA is limited to provide grants for entrepreneurs in 2020, while in 2018-2019 it was responsible for providing training to the entrepreneurs (entrepreneurship skills). In 2019, the grants value was constant for all entrepreneurs (2000\$), while in 2020 it depends on the business needs and the average amount of grant ranged from 1500-3000\$.

DCA/NCA implemented the project interventions for 2018 -2019 with the three partners, but recently they developed the implementation approach in 2020. The chart below shows the consolidated joint Program approach for DCA-NCA partners within economic empowerment for 2020.



2.4 Geographical focus of the Project

The geographical focus of the project is Gaza strip.

3 Review Methodology

According to the understanding of the scope of work and the detailed Term of Reference (ToR), the consultant used a dynamic learning-oriented review approach based on the effective participation of stakeholders in order to obtain accurate data about the design and implementation of the project and to determine to what extent the review criteria are met. The consultant used different tools to triangulate the collected data. The tools include desk review, focus group discussions (FGDs) and interviews. The review process was conducted through the following three phases:

Phase I: Preparatory and Mobilization Phase: a kick-off meeting was conducted at this phase. The aim of the meeting was to agree on the proposed work plan and to identify the role of DCA/NCA and partners in the data collection process. This phase also includes the collection of documents related to the review (**See Annex 1**). The study tools including a list of questions for interviews and FGDs were also designed at this phase (**See Annex 2**).

Phase II: Data collection: It is specified for conducting interviews, FGDs, and collecting related data from its primary sources.

A. Interviews: the structured interview was used as a tool to obtain more accurate information and explanations from the relevant persons. The consultant conducted 4 interviews: 1

interview with DCA project team members, 3 interviews with partners (**MA'AN, WAC and ASALA**). (**Annex 3: presents the schedule and other details of the conducted interviews**).

B. FGDs: It is the most effective tool to discuss one issue in a collective way and to write down ideas and opinions around it. This tool was used with different project direct beneficiaries. Two FGDs were conducted: one FGD with Female beneficiaries, and another FGD with male beneficiaries. (**See Annex 3**)

Phase III: Data Analysis and Reporting: the data was analyzed and the detailed study was prepared based on OCED-DAC criteria that include relevance, coherence, effectiveness, efficiency, sustainability and impact of the implemented activities, with more focusing on efficiency, presentation of results, lessons learned and recommendations.

The consultant utilized the five points-scale for rating the level of satisfaction "**a qualitative performance indicator**". The following table presents the rating scale:

Satisfaction Level	Details
Strongly Dissatisfied (Not at all Satisfied)	The project had severe shortcomings in realizing its objectives in terms of relevance, effectiveness or efficiency.
Dissatisfied	The project had major / significant shortcomings in realizing its objectives in terms of relevance, effectiveness or efficiency.
Partially Satisfied/Neutral	The project had moderate shortcomings in realizing its objectives in terms of relevance, effectiveness or efficiency.
Satisfied	The project had minor shortcomings in realizing its objectives in terms of relevance, effectiveness or efficiency.
Strongly Satisfied	The project had no shortcomings in realizing its objectives in terms of relevance, effectiveness or efficiency.

4 Key Findings

Based on the scope of work, and responding to the review questions, the review findings are presented at four levels: overall achievement, logical intervention, effectiveness of the project against the inputs, intended results and the quality of technical approaches, including their relevance and efficiency. The following sections present the review findings.

4.1 Overall Review of the Intervention Logic and Theory

The overall review of the project concerning the six criteria (DAC-OECD) is satisfactory.

Criteria	Overall Evaluation
Relevance	Satisfactory
Coherence	Partially Satisfied
Effectiveness	Satisfactory
Efficiency	Satisfactory
Impacts	Satisfactory
Sustainability	Satisfactory

The following sections present the detailed findings concerning the six evaluation criteria of (relevance, coherence, effectiveness, efficiency, sustainability and impact).

4.1.1 Relevance

The available revised documents of the DCA/NCA project and the interviews confirm that the project strongly satisfies the priorities of different stakeholders in addition to other national and international plans, namely the National Policy Agenda (NPA) of 2017-2022, strategic plan of Ministry of Labor (MOL) and Sustainable Development Goals SDG.

- Relevancy to National Strategies and Priorities

From the national perspective, the project is lined with Pillar 3: Sustainable Development of National Policy Agenda (NPA) of 2017-2022 and National priorities 6, 7, 9, and 10 Economic Independence, Social Justice and Rule of Law National and Resilient Communities, respectively. The Palestinian MOL, despite all the difficult conditions facing the Gaza Strip due to the blockade and closure, seeks to implement policies related to sustainable employment during the year 2020 through its strategic plan. The Palestinian MOL also seeks to employ more unemployed people and to convert the relief aid represented by "temporary employment" to permanent and developmental employment. The ministry seeks to move from the temporary employment stage, which lasts only 3-6 months, to the permanent employment stage, in order to achieve the benefit of the national economy.

Organizing such digital working models may help young people to obtain job opportunities and be open to the outside world. In conclusion, the policies and objectives of the of the project are in line with the MOL policies.

- Relevancy to International Strategies and Priorities

From international mandate perspectives, the project is linked to the Sustainable Development Goals (SDG) # 1(No Poverty), 2 (Zero Hunger), 3 (Good Health and Well-being), 5 (Gender Equality), and 8(Decent Work and Economic Growth). In more details, G8 motivates the creation of decent job, entrepreneurship, creativity and innovation and encourages the formalization and growth of micro, small and medium-sized enterprises through enhancing their access to financial services.

- Relevancy to Community Needs.

Locally, unemployment, especially among youth, is high and they are looking for any job opportunity. Youth unemployment rate in Palestine was 40.40% in the third quarter of 2019 to increase to 42.10% in the first quarter of 2020 (PCBS, 2020) and there are indicators that poverty is becoming more widespread as mentioned in World Bank Report 2019. Only 16% of youth have fully participated in the labor market as mentioned by ILO. The female youth records higher unemployment rate than males according to the PCBS, 2020. According to the Detailed Needs Assessment (DNA) Recovery Framework for Gaza Reconstruction 2015¹, there is a strong recognition of the issues facing Gaza's youth including the economic marginalization and unemployment that can push young people more towards risky behaviors and practices, such as drug use and violence. According to the PCBS, the youth of the Gaza Strip suffer from a high unemployment rate that reaches to more than 60%. NPA (2017-2022) sets a series of policies to improve the situation by providing decent work opportunities for everyone, providing a suitable investment environment and building the foundations of the Palestinian economy.

¹ It was published by State of Palestine in (August 2015)

Moreover, the entrepreneurship and innovation ecosystem in Palestine in general and in Gaza strip in specific is still virgin to some extent and in needs for more interventions. Such intervention will strengthen the internal components of the ecosystem, invest in the human capital and enable the people to capture the opportunities and overcome the challenges, at both the individual and institutional levels.

- **Relevance to the Direct Beneficiaries Needs**

The project facilitates the integration of youth into the labour market and the online freelancing market. This integration and linking is an introduction to spin offs in which academic institutions commercialize the ideas resulted from their students, academic staff and entrepreneurs.

In spite of their limited scale, the implemented projects are highly appreciated by the beneficiaries, as they mainly targeted marginalized and unemployed female graduates. The project adopted an approach oriented towards Human Rights Based Approach (HRBA), Theory of Change (ToC), participatory approach, and gender equity. Moreover, the adopted approach aimed at economic empowerment of individuals promoting their resilience and providing an income that help meeting their needs. The project's interventions coincided with the aspirations of the young graduates to enable them to develop their skills and help them search for new job opportunities.

All the interviewed persons during the evaluation process confirmed that the delivered services met their needs and affected them positively.

***WAC Female beneficiary said:** " I have no previous experience in freelancing work and the received training helped me acquire these skills including how to make a profile, how to submit proposal for projects, how to get jobs through freelancing platforms, and how to connect with organizations".*

***WAC Female beneficiary said:** "After the freelance training, I have more opportunities in the freelance platforms and I got full-time jobs with clients from West Bank and the Arab Golf States".*

***MA'AN Male beneficiary said:** "By funding my idea, I become able to convert the idea into a real business that represents a source of income for me".*

- **Relevancy to DCA / NCA mandates**

The proposal mentioned that the overall objective of the project is aligned with the DCA/NCA intervention on Youth in oPT. Therefore, the DCA/NCA linked the action through implementing this intervention through MA'AN, WAC and ASALA since they have long experience in support their communities; work with youth and livelihoods. In addition, it is directly building upon previous achievements to ensure the sustainability by training the youth in innovative projects.

Relevancy to Partners'

The reviewed strategic plans (vision, mission, and objectives of each partner) are significantly correlated with the prime objectives of the project. More specifically, the intervention of DCA /NCA was in line with the mandates of the partners (MA'AN, WAC and ASALA), as all of them provide support and empowerment for the youth and women. The following points summarize the relevance of the project to partner's scope of work:

- ✓ **MA'AN:** The project strategy is closely matching and crossing with MA'AN strategy, where output 1.1 under the first strategic plan of MA'AN 2016-2020 is related to economic empowerment for youth and women. Furthermore, MA'AN encourages innovation and entrepreneurship by opening its hub to the entrepreneur's youth and tries to reach more entrepreneurs and targets additional non- agriculture fields like education, medicine fields.
- ✓ **WAC:** The project participates in the achievement of WAC vision which is "Seek over to achieve it's of sustainable, peaceful, and educated society by promoting women economic empowerment, and livelihoods". WAC is aiming to develop and expand its work on the Information Communication Technology (ICT) sector as one of the most promising sectors for the residences of Gaza Strip to overcome the physical constraints imposed by a blockade for over 10 years and DCA/NCA project formed the first chance for WAC to enter the ICT sector.
- ✓ **ASALA:** ASALA usually adopts loans and revolving fund models as it acts as a Micro-Financier Institution (MFI) and it experienced the grants management for the first time in this project. Regardless of the model, the project matches with the ASALA strategic objective (Contribute to social and economic empowerment of women to ensure their effective participation in the Palestinian community). Moreover, it has long term experience in the training on the basics of small project management and financial literacy.

In conclusion, the project relevance is satisfactory in terms of the project concept and design, the partners' goals, national plans, and global plans as well as the needs of the targeted groups.

4.1.2 Coherence

Coherence means the extent to which other interventions (particularly policies) support or undermine the project, and vice versa. This section examines the coherence of the program with internal strategies and previous activities of the project's donor, implementing agencies and all other partners/ stakeholders.

- Coherence at DCA /NCA Level

Both DCA and NCA global strategies focus on building resilient communities and climate-smart economic empowerment and aim at improving employment and livelihood opportunities of Palestinian youth, women, and marginalized communities. Through (NORAD) fund, DCA-NCA have been engaged in employment generation opportunities in the Gaza Strip through local partners. Together, they have worked to support the creation of income-generating opportunities for young people through supporting a wide range of activities.

- Coherence at DCA/NCA Partners Level

The DCA/NCA shared their vision with partners in improving economic conditions of youth in the Gaza Strip and expanded capacities to achieve sustainable development and incorporate values of self-empowerment. According to the interviews and the review of the available documents, the project matches with the mandates of partners MA'AN, WAC and ASALA.

The synergies among partners activities are specifically noted in the various constitutive documents (concept note and logical framework), but it is absent from the regular narrative reports which present the outputs one after the other because each component of the project is assigned for one partner/ self-standing. There is a consistency of the formulated interventions with the partners' objectives and DCA / NCA mandates.

The synergy exists at the individual level of each partner, and their contribution in the project is highly matched with other interventions. However, the evaluation team identified some existing synergies or areas of potential synergies:

- ✓ **MA'AN** built the capacities of the targeted beneficiaries in the entrepreneurship and provided incubation and follow up services for the established startups.
- ✓ At the beginning of the project (in 2018), there was a synergy between WAC and ASALA, where ASALA provided training in the ICT sector and provided a grant while WAC was responsible for coaching and follow up.
- ✓ **ASALA -WAC:** ASALA provided business management training for WAC beneficiaries (who have received the grants to start up their businesses).
- ✓ Two businesses/start-ups (from the WAC beneficiaries) have been funded by ASALA
- ✓ **ASALA- MAAN:** Three businesses/start-ups (from the HUB beneficiaries) have been funded by ASALA
- ✓ In unstructured way, the hub provided comments on the ideas proposed by ASALA beneficiaries (agriculture related).
- ✓ **WAC- ASALA -MAAN:** WAC provided gender training for all of ASALA and MAAN beneficiaries.

- Coherence with other Actors

- ✓ The project is not fully or complementarily addressing the formulated interventions of other actors and key stakeholders like MOL and Ministry of Entrepreneurship and Empowerment.
- ✓ The project didn't formulate MOUs with well-known local incubators and universities to target potential beneficiaries. However, WAC coordinated with the private sector, and the academic experts from universities, where an advisory committee is formed from 9 members in addition to project management from (WAC and DCA/NCA). The committee members included 3 academics and 6 representatives from the private sector.
- ✓ Regarding the coherence and interaction between different project components the following are reported:
 - Conducting entrepreneur days in partnership with WAC and ASALA to introduce their innovative projects to prospective investors, interested stakeholders and media outlets.
 - Organizing an event "exhibition" in coordination with WAC and MAAN "to create potential linkage with the private sector and to give the beneficiaries an opportunity to market their products and services.
 - Conducting workshops for ICT private sector companies, universities, and ICT active actors to identify the labor market needs and to ensure better women's integration.
 - MA'AN provides training for young women entrepreneurs, that were targeted on the previous years by DCA/NCA project, then develop their business plans to select business ideas that have high potential to create jobs for young women. Accordingly, the chosen beneficiaries take advantage of ASALA granting program. MA'AN, WAC, and ASALA provide annual training on gender, gender equality, women's rights, and decent work criteria.

In conclusion, the project coherence is partially satisfied.

4.1.3 Effectiveness

The effectiveness measures to which degree the intervention's objectives and results were achieved, or is expected to be achieved including any differential results across groups.

- Program Framework and Objectives

- ✓ The project elements are developed in a structured way to ensure linkages among them (overall objective, intermediate outcomes, outputs, and activities).
- ✓ According to the progress and annual reports, the project's objectives, outcomes and outputs that outlined in the proposal have been realized to a large extent, therefore, they strongly contributed to achieve the project's main goal.
- ✓ The analysis shows that the program has realized most of the stated objectives and has provided the planned services for the targeted beneficiaries. **Annex 5** presents the overall achievement of the project in terms of work progress, activities, schedule of activities, targeted beneficiaries and indicators through Years 2019 and 2020.

- At the Beneficiaries Level

- ✓ The project was effective and made a positive change in the economic and social conditions of the targeted groups (young women and men) through improving and ensuring their access to the labor market and to the self-employment field.
- ✓ Regarding the training conducted by MA'AN and WAC, it has achieved its objectives to a large extent and the trainees have begun practically utilizing the acquired skills and knowledge.
- ✓ Most of the interviewed beneficiaries benefited from training, incubation, and coaching services expressed their satisfaction and appreciation towards the provided services. They reported that the coaching that was provided by specialized professional staff in the fields of business skills, marketing and freelancing skills evidently met their needs and developed their skills and experiences and its content was well organized.
- ✓ It is worth mentioning that WAC granted transportation allowance for some of female trainees who suffer from difficult circumstances and can't cover their transportation Female beneficiaries highly appreciated paying their transportation costs, which facilitated their movement and ensured their commitment to attend the training.

- Selection of Partners and their Capacities

- ✓ The interviews with partners, and other stakeholders revealed that the observed achievements were attributed to the project interventions.
- ✓ The selection of the key partners was based on their experience with women and youth.
- ✓ DCA/NCA is building the capacities of the project partners (MA'AN, WAC and ASALA) in different areas of project management, which promoted the mutual understanding of the project components and DCA/NCA context. The capacity building program included orientations on DCA/NCA safeguarding policy, DCA/NCA financial policies and the complaints mechanism to ensure the quality of implementation, technical backstopping and support, experience exchange, support innovation, safety and transparency.
- ✓ DCA/NCA developed the "DCA-NCA Economic empowerment Joint Partners Program Model". Accordingly, the Model developed the relationship between the partners. In addition, the project enhanced the partners' roles among the target communities by defining the roles and responsibilities and the nature of the project interventions.

- ✓ The three partners developed a consolidated action plan. It was already discussed by DCA-NCA and partners to adjust the plans and priorities of all involved partners and stakeholders.
- ✓ The key weakness of the approach is the absence of an active project committee to develop, discuss, follow up, and monitor the activities in all phases of the project.

- Effectiveness of the Project Implementation Approaches

According to the feedback of the beneficiaries, and the review of project reports, the following are the key findings related to the achievement of objectives, considering the factors influencing the achievement of the objectives, final results / outputs, outcomes, cost-effect analysis, satisfaction of beneficiaries, and considering poverty / vulnerability.

- ✓ The most effective approach, during the current ecosystem components and constraints, is the freelancing capacity building (WAC intervention). It highly responds to the current situation, provides the beneficiaries with the tools and skills that help them penetrating the market and ensures an acceptable level of income without those risks related to traditional jobs, startups, or small projects.
- ✓ Supporting the entrepreneurs to start their business (MAAN intervention) is very effective at the national level for the economic sector. It develops the entrepreneurship mindset among the beneficiaries and introduces valuable innovations to the targeted sectors. The direct and indirect impacts of this approach are highly appreciated. The most critical constraints, challenges and threats that hinder the progress in the external environment of the ecosystem. Developing the ecosystem is the responsibility of all actors.
- ✓ Grant for potential entrepreneurs (ASALA intervention) is a new trend of grants management. It combines the grants with technical training and support. This shows a transform from ASALA traditional approaches to this approach. The beneficiaries prefer joining the incubators and attending more training as well as receiving continuous support during the implementation. Marketing activities is an advantage of incubation modules comparing with this approach.

- The effectiveness at the Partners Level

- ✓ Each partner built the selection criteria of beneficiaries based on the target group and received requests.
- ✓ The three partners are key actors in their fields and active in their ecosystems. Selecting such partners enhanced the project idea and fostered successful implementation.
- ✓ The interventions were developed based on the actual market needs. MA'AN and WAC established good level of coordination and relationships with the private sector and universities.
- ✓ **MA'AN** has identified the training packages based on a need's assessment study. The team confirmed that practical training and coaching have improved youth access to practical knowledge on agriculture-technology; bearing in mind the existing challenges in each field, and the challenges related to Gaza conditions.
- ✓ **WAC** prepared a labor market study to define (target group, active institutions, potential fields of freelance, and the challenges). WAC gave priority to young women, mainly fresh graduates. WAC have identified the topics of the training based on the needs of the global and local ICT market sector.
- ✓ **ASALA** beneficiaries praised the trainings they received during the project and expressed their satisfaction at the training topics provided, which met their requirements in business

management and financial management. ASALA has fully achieved the planned targets of its objective.

- **Cost-Effectiveness**

- ✓ Investigating the project objectives, outputs and assigned budget showed that the project was cost effective. The allocated admin costs were reasonable comparing with the project duration.
- ✓ Cost-effectiveness of MAAN intervention: Reasonable to high extend comparing with provided services and with other similar services. Allocating 2,500\$ a seed fund for the entrepreneurs Limited comparing with other local programs, and achieving the objectives with this limited amount of money is promising.
- ✓ Cost- effectiveness of WAC intervention: the cost per beneficiary is reasonable considering that WAC is not an incubation or center of excellence, it is an NGO and this was the first project for WAC in this field.
- ✓ Cost- effectiveness of ASALA intervention: the value of grants as well as other supporting services are reasonable and within the range of average grant that are provided by other local MFIs.

In conclusion, the project effectiveness is satisfactory at the project level, beneficiaries' level, partners' level and the implementation approaches.

4.1.4 Efficiency

The efficiency measures to what extent the intervention delivers, or is likely to deliver, results in an economic and timely way. This section presents the main findings that are related to the efficiency.

- **Time and duration**

The project's activities were implemented and the outputs were delivered within the planned timeframe, no major delays were recorded. ASALA beneficiaries reported some delays in approving the budget for beneficiaries' projects. And as reported by ASALA, the distribution of the grants was a time-consuming process and required many steps including submitting business plans by the beneficiaries, reviewing all business plans by the project team, and getting technical feedback from the external consultant.

- ✓ The analysis of the project components and schedule of activities showed that the project duration is acceptable compared to other similar interventions, as such interventions require 12 to 18 months in general.

- **Risks management**

- ✓ The potential risks were well evaluated and mitigated by risk mitigation measures as was shown in the project proposal, and the partners confirmed that they dealt with risks based on their experience. For example, MA'AN switched to online training to overcome Covid-19 crisis.

- **Roles and Responsibilities**

- ✓ According to the project proposal and log frame, one objective was assigned to each partner, which made each partner to focus on one objective, accordingly the coordination level among them was weak. This is not a common practice; the common is to engage the partners in one platform and make them work jointly to achieve all objectives together. So, there is a necessity to build more comprehensive and complementary interventions and to have more interaction among the partners to enhance the project sustainability in the future.
 - ✓ In the project planning phase, each partner prepared his own proposal in 2018 and 2019, so the real meaning of partnership was missed. But in 2020 all partners worked together and submitted one proposal.
- **Project staff Capacities and Experience**
- ✓ The DCA/NCA project team is high qualified and well organized.
 - ✓ The project teams of the partners are qualified and have a good level of experience.
- **Reporting, Monitoring and Follow up**
- ✓ Each partner submitted a semiannual report by using the template of DCA/NCA which is clear and simple. However, there was no consolidated report that present all project components and achievements. Therefore, it is recommended to collect the partner's reports and prepare the consolidated report by the DCA/NCA for the whole program.
 - ✓ The level of communication and follow up between DCA/NCA and the project partners (online meetings or direct calls) were good as the partners reported.
- **Coordination between Partners**
- ✓ The level of management and coordination among the partners (MA'AN, WAC, and ASALA) was weak and it needs to be enhanced mainly during implementation and follow up phases. It was noted that the program was organized in a largely vertical manner, and the coordination among partners was good in the inception phase and poor in the implementation and the horizontal relationship between partners was missed.
- **The selection Process of the Beneficiaries**
- ✓ MAAN and WAC used well-defined criteria. The project's targeted groups were professionally selected based on a standard well-defined methodology, the candidate characteristics and intervention requirements. The criteria were not common for all project components and activities, as the partners developed their criteria according to the type of activities.
 - ✓ The Partners (MA'AN, WAC, and ASALA) gave priority to female and male youth entrepreneurs.
- **Efficiency of Capacity Building Components**
- ✓ The training which was conducted by three of the project partners was efficiently implemented in terms of content, period, training material and place.
 - ✓ The beneficiaries confirmed that the trainers selected by the project partners were qualified. This was of great value for the beneficiaries to acquire experiences of others.
 - ✓ The trainees stated that the training content was well organized, and the training objectives were clear from the beginning, and confirmed that these objectives were achieved to a large

extent. Furthermore, the training materials that were distributed were very valuable and helpful.

- ✓ **MA'AN** hired experts in the fields of agri-businesses. Moreover, MA'AN team continued providing the services to the targeted youth through conducting field visits or calling by the advisors and providing technical consultations when needed. MA'AN exceeded the planned target of its objective.
- ✓ **WAC** staff and some of WAC beneficiaries reported that the dictated training hours were insufficient in some ICT Topic (Android Mobile Applications Development, Graphic Design, PHP Laravel Framework Development, and UX/UI Design) and did not help them to achieve all of the training objectives. WAC hired experts in the fields of ICT for the training and has fully achieved the planned targets.
- ✓ **ASALA** beneficiaries reported that the allocated fund for each project is limited, and increasing the fund will enable the beneficiaries to supply the necessary equipment for their projects. The beneficiaries also asked for other related training topics such as E-marketing.

- Follow up of the Beneficiaries

The following is a summary of the efficiency of following up the beneficiaries by the partners.

- ✓ **MA'AN** is highly committed to follow up the beneficiaries during the project course and after the project termination.
- ✓ **WAC team** was efficient in following up the beneficiaries during the project course and after the project termination.
- ✓ **ASALA beneficiaries** reported that its role of follow-up was limited after the end of the project.

- Cost Efficiency

- ✓ Considering the achieved benefits and impacts on the targeted groups, the cost of project' interventions was efficient, reasonable, and justified.
- ✓ In spite of the small budget allocated for funding of some entrepreneurial projects (average budget of 2,000\$), the project has positive effects in terms of integrating male and female young into the market and helping them acquire new skills that can expand their project currently and in the future.
- ✓ The capacity building components were efficient and effective. It was a good practice to contract with experts from abroad and organize online training sessions to exchange the experiences and introduce the knowledge of international technologies.

- Access to project information:

- ✓ **WAC and ASALA** held several meetings with the project stakeholders in order to explain and clarify the overall objective and activities. The orientation day / Focus group with the targeted beneficiaries included general information about the project and application process.
- ✓ **MA'AN** hub beneficiaries were involved in the implementation and monitoring process, where DCA/NCA and its partners took the beneficiaries' feedback and recommendations into consideration through direct interviews and consultations.

- Complaints and feedback mechanism

- ✓ **WAC, MAAN and ASALA** use complaint system, through visible complaint boxes that are available inside their offices, as well as by sending messages to social media pages and websites. All partners mentioned that they have a clear and transparent procedures on dealing with any complaints or feedback at regular basis. Knowing that, they did not receive any complaints.

In conclusion, the efficiency of the project is rated as satisfactory to some extent.

4.1.5 Impact

- At the partners' level:

- ✓ The project developed the capacity of partners (MAAN, WAC, and ASALA) in different areas including youth-led interventions, partnership management, project management, coordination, utilization of innovation technology, conflict resolutions, transparency, good governance, application development, and field monitoring.
- ✓ The project enhanced the partners' experience in building institutional partnerships, developing innovative start-ups (MAAN), equipping the freelancers (WAC), and improving the knowledge level on green technologies (MAAN).
- ✓ The project enhanced the relationship between WAC, the private sector, and the academic experts from universities, where an advisory committee is formed from 9 members in addition to project management from (WAC and DCA/NCA). The committee members included 3 academics and 6 representatives from the private sector.
- ✓ The project enhanced the long-term and sustainable relationship between MA'AN and the academic experts from the following fields: agribusiness, industry and environment.

- At the Beneficiaries Level

- ✓ **Income Generation:** A positive change was visible at the level of the generated income of both youth and entrepreneurs. The project contributed to alleviate the financial burdens of its beneficiaries by increasing income earned from freelance jobs or by providing a new source of income. 2-3 months after receiving the grants in the 2019 intervention, the beneficiaries reported a remarkable change in their income. Regarding scale-up projects, the income of 7 beneficiaries have increased by 100 %. Some of them reported that they have 600\$ monthly instead of 300\$ before the grant. One beneficiary reported a remarkable increase of the income from 300\$ to 1,200\$ monthly. The beneficiaries who received the grants for the start-ups are achieving an average income of 300\$ to 500\$ per month. The following table presents examples of income improvement:

Project / name	Partner	Additional Labours	Average "Monthly" Income
Olive cake	Piloted (MA'AN) and started up (ASALA)	10 additional labour	1000 USD per month
Fodder mix	Piloted (MA'AN) and started up (ASALA)	2 additional labour	500 USD per month
Ionizer	Piloted (MA'AN) and started up (ASALA)	4 additional labour	650 USD per month
Chicken	Piloted (MA'AN)	1 additional labour	300 USD per month
Sara Awni Al Masri, Participated on the Graphic Design Group	WAC	0	1100 USD from the freelance jobs

Doaa Ahmed Hamada, Participated on the Ux/UI Design Group	WAC	0	1345 USD from the freelance platforms
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- Knowledge and Experience:

- ✓ **WAC** Freelancing training approach: The trainees acquired new skills² that made them more qualified to enter the local markets and to be self-employed. The training empowered the graduates to work as freelancers in the local or the international market. The interventions contributed to the empowerment of young women socially and economically, as they become more financially-independent and can pay for their household’s basic living expenses. They have good access to marketing tools, mainly social media tools.
- ✓ **MAAN:** Young women and men entrepreneurs became more qualified to generate business ideas.
- ✓ For the persons who weren't chosen to receive the grant from ASALA, the training deepened their knowledge on the needs of the local market as well as how to apply for similar institutions that support entrepreneurial ideas.
- ✓ The male young beneficiaries (from MAAN, WAC and ASALA) are feeling better at psychosocial level, as they financially become more active family members covering some of their families expenses.
- ✓ Establishing the startups (MAAN and ASALA) helped to secure job opportunities for other persons.

- **At the long-term,** it is expected that the project beneficiaries will expand and develop their projects in terms of size, market targeting, income and the number of workers. The freelancers are expected to be more qualified. Their entrepreneurship mind-set is expected to be highly improved, which will enable them to establish their projects and provide job opportunities for other individuals. This will improve the entrepreneurship and innovation ecosystem.

Success Story

Rola Fadel Abd El-Jawad, 26 years old.

In 2018, Rola obtained her Bachelor degree in computer system engineering from Al-Azhar University. Currently, she is working as a content writing, translation, and graphic design freelancer. She received freelancing training at Women Affairs Center (WAC) within the DCA/NCA project. The training covered the main technical skills and the basics of graphic design and recently she seeks to develop herself by self-learning to keep abreast of the latest knowledge in the field of graphic design. She was working as freelancer earning about 300-500 USD / month while she got a training in translation and content writing. After receiving the training at WAC, she attained new working opportunities like working as a lecturer in Intermediate Studies College, and mentorship trainer. In addition, she signed many contracts with companies from the West Bank and Arab Gulf State. Her income has increased to reach 700 USD / month and sometimes she earns 1000 USD / month.

✓ ²The Capacity building of the graduates included; introduction to freelancing, freelancer platforms, Profile Development & Management, Writing Proposal & technical writing skills, Searching and applying for jobs, Negotiation Skills, Submitting Job on Freelance Platforms, Planning and running the project, and Payments methods. Moreover, the training enriched the skills in ICT Workers Rights, ICT and Gender Equality, ICT Freelancing Skills, and other technical topics (PHP LA ravel Framework Development, Android Mobile Applications Development, Graphics Design, UI / UX Design).

4.1.6 Sustainability

- At the Partners and DCA/NCA Level

- ✓ The project promoted the capacity of the project partners and enhanced their roles in the targeted communities. Through the project, the partners gained a deeper understanding of the needs of the communities and that enabled them to explore more efficient interventions that would improve their response plans, enhance the economic empowerment interventions, and increase the prosperity of the low-income youth. The partners will take a key role in reflecting the successful experiences to neighboring communities.
- ✓ The qualified team members of the partners are expected to continue providing services to other beneficiaries after the project closure.
- ✓ There has been an improvement in the level of community awareness towards DCA/NCA and partners' services, therefore, it will enhance the future role of DCA/NCA and partners.
- ✓ The interventions have promoted the trust of official governmental institutions towards DCA/NCA and partners, which could open new horizons for future interventions.
- ✓ Although the partners have previous experience in such projects, the project contributed to refine their experience. Correspondingly, after the project ended, MA'AN and WAC still supporting some beneficiaries to get additional fund for their projects and businesses.
- ✓ One of the key valuable interventions is the support of innovative ideas through MA'AN hub. MAAN has successfully targeted and supported several local youth initiatives, as there are many innovative ideas that can meet the needs of the market system. The hub is expected to play more active role in the innovation ecosystem, mainly in market-system-based initiatives and agribusiness innovative ideas. The hub will commercialize the idea of entrepreneurship and innovation in the vulnerable areas.

Olive Cake Case study

The olive cake initiative is a project that was launched and sponsored by DCA/NCA project, which is a socio-economic initiative based on generating electricity from olive peat, to convert the waste of olive presses into a clean source of electrical energy. Electric power is produced by using high heat resulting from combustion and it is sufficient to charge a mobile phone or provide lighting. The initiative also recently won the best project in the Hult Prize competition. It is also worth noting, that Olive Cake emerged from the youth group "Al Dif' fi Habat Al Zaytoon".

Brothers Tamer Abo Motlaq, 26, and Khaled Abo Motlaq, 24, and their friend Osama Qudaih 24, have developed a method to turn olive waste into a cheap source of heating, cooking and alternative energy supply.

The motivation behind their work is the desire to tackle the three of Gaza's most persistent issues at a micro level including a staggering 78 percent unemployment rate among university-educated youth, environmental deterioration and scarcity of energy.

With funding of just \$5,000 from Danish Church Aid, and support from Palestinian NGO MA'AN development center, the team successfully found an alternative to expensive machinery.

The method provides not only a cheap fuel to local people, but also turns the olive harvest waste to Eco-Friendly Product.

"We couldn't afford to buy necessary yet expensive machinery with the small funding available, so we designed our own machine from scratch in a local workshop with the help of some friends who studied mechanical engineering" said Khaled. "Our first few attempts failed, but we eventually got there at a total cost of \$3,000, compared to buying a new machine for \$11,000."

- **At the Beneficiaries Level**

- ✓ The targeted groups acquired the needed skills, especially the freelancers, which made them more qualified to secure income and to create a strong online freelance profile. The freelancers became able to submit proposals for any clients via the freelancing platforms. Freelancing has become an increasingly popular career choice among the fresh graduates.
- ✓ The projects that were supported by **ASALA** are promising to generate revenues for their owners, and these projects act as pilot projects that disseminate the success of the innovation model.
- ✓ **MA'AN** is following up the development of the start-ups to be to benefit from the acceleration fund in the coming years.
- ✓ **MA'AN** maintains good relationships with academic institutions and the private sector in the Gaza strip and works on expanding the pool of connection and networking. These networks serve as supporting backbone to the hub and beneficiaries.
- ✓ **MA'AN** beneficiaries were able to develop their skills and projects.
- ✓ **WAC** has a large commitment towards the beneficiaries and the service provision duration is not limited to the project duration.
- ✓ **WAC beneficiaries** can benefit from WAC Hub services and facilities.
- ✓ **WAC** beneficiaries reported that the communication and contact with the trainers were successful and highly appreciated. They established links with the trainers via email, social media and calls. This is highly developed their experience and know-how.

4.2 Cross cutting issue

Environmental Sustainability

- ✓ Supporting youth entrepreneurs to establish their green businesses will contribute to increase community awareness on environmental problems . Some of the initiatives addressed the environmental risks and contributed to rise the awareness of the targeted communities on these environmental risks such as energy consuming, wastes of olive presses “pomace”, and using of chemical fertilizers.

Rights-based commitment and Gender Equality:

- ✓ Partners ensure the incorporation of the gender principles in all project activities. DCA and partners were keen on applying the gender equality policy in all its activities. In most activities, both male and female participation were considered and the gender mainstreaming was ensured in all project’s phases and outputs.
- ✓ **WAC** applied a Gender-Based Analysis to the project to capture the gender differences including the different situations, priorities and needs of female and male youth at all stages of planning and implementation in 2018. It included gender analysis in the needs assessment that provided disaggregated data based on sex and age of the target groups and insight into local gender issues and identified the specific needs of female and male youth that the project addressed. According to WAC, the project beneficiaries in 2019 and 2020 were only female youth.
- ✓ All entrepreneurs in **MA'AN** have equal and sufficient access to the hub and equal opportunity to benefit from its services, regardless of any social constraints that the community might foster. The gender equity and equality standards are mainstreamed in all the project activities and the financial support was given to the entrepreneurs based on merit and the level of innovation in their ideas and projects.

- ✓ **ASALA** integrated a gender perspective by an accurate understanding of the different needs and priorities of male and female youth.

Inclusion of PWDs:

The project paid attention to the eligibility criteria as showed in the project proposal, but people with disability (PWD) were not excluded, and if they are available, they will be given the priority by the partners. Through the course of the program one project owned by physically disabled person funded by ASALA in 2020.

Rights-holders' Participation:

- ✓ **WAC** makes good choices to leverage employment opportunities among vulnerable females who live in the poorest localities of Gaza Strip. In this regard, the project was designed based on the active participation of targeted female graduates during the project life cycle.
- ✓ **MA'AN** Hub provides education, mentorship, market linkages, and facilitation for the potential innovators and entrepreneurs, particularly the young females and males. It emphasizes green and sustainable practices with gender-sensitive mechanisms. All entrepreneurs have equal access to the hub and equal opportunity to benefit from its services, regardless of any social constraints that the community might foster.
- ✓ **ASALA** adopted a community-based approach so that the targeted females and males were the leaders and the key partners in developing the project activities.

5 Partnership and Implementation Approach

DCA/NCA has established three different models of partnerships and implementation interventions. In the light of the detailed discussion of the evaluation criteria and as discussed in the preceding sections, the overall evaluation of performance is satisfactory. The partners performed the assigned activities as per the agreed scope of work. The approaches themselves are valuable. The consultant believes that one partner was able to perform the whole assignment effectively and efficiently. In spite of that, the partnership is not a question of capacity and performance rather than it is a question of a project design, load of work, learning exercise, dissemination and commercialization of the concept of partnership concept.

The integration of project components and approaches is not strong across the different approaches of implementation. They look like fragmented interventions. Someone may understand that this is an innovative intervention to test the most valuable approach to build on future interventions. This is a great and reasonable justification, but in order to ensure the real integration and strong partnership, clearly, it was necessary to invest additional efforts in the design of the overall approach itself, where the involvement of the actors in all phases is necessary. They also should deal with the project as one unit.

Moreover, in order to develop and implement such interventions, the DCA/NCA is recommended to:

- Rewrite the objectives to ensure the integration and involvement of partners in all phases and the achievement of each single objective of the project.
- Think how to improve / introduce valuable intervention to the innovation ecosystem.
- Evaluate and measure the capacity and performance of each partner.

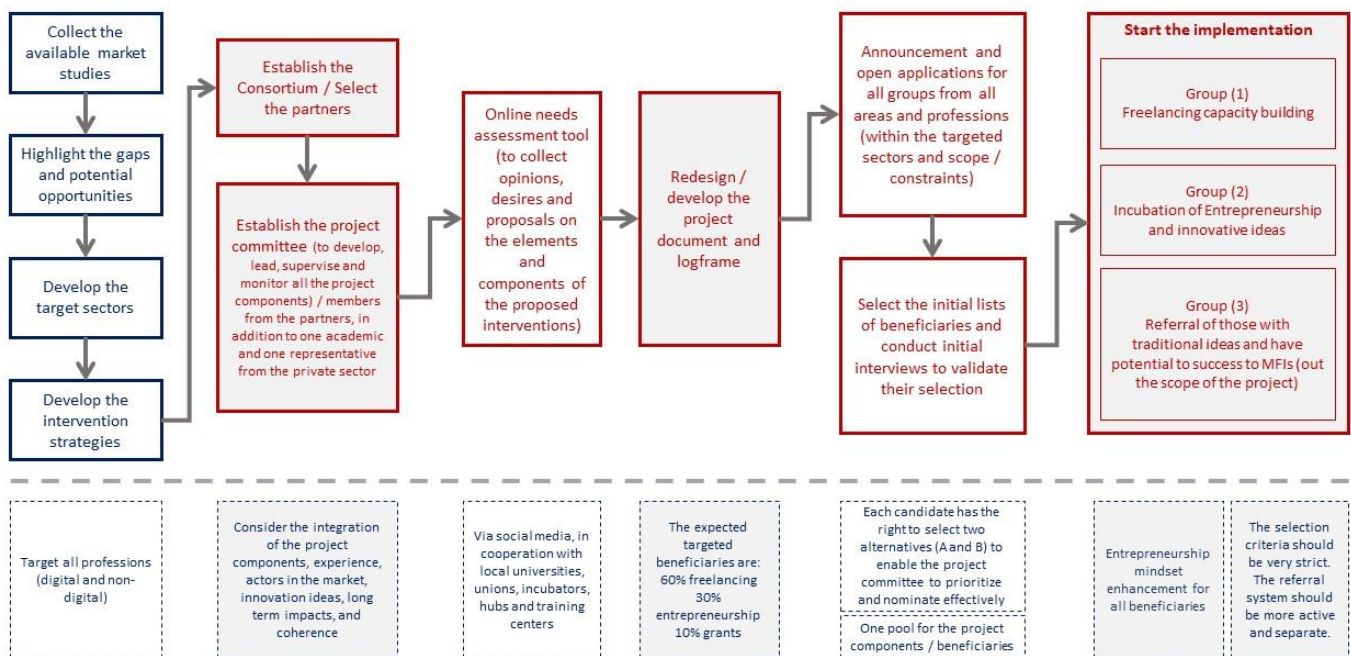
- Support the development of market system entrepreneurship and market-based initiatives / ideas.
- Develop a theory of change for the project and develop a baseline, Key Results Indicators (KRIs) and Key Performance Indicators (KPIs)
- Redesign the implementation approach (phases and involvement of the partners).

Selection of partners

In principle, and comparing to other similar interventions in the same field, this project could be managed smoothly by one partner. As an example, the local incubators managed all of these approaches with different donors. On the other hand, engaging the partners to such a project is a good practice of networking, learning and disseminating the idea. DCA/NCA should establish the KRIs, KPIs, measure the performance of each partner, evaluate the impact of each approach and then decide the future approaches and accordingly the future partners. **Annex (6)** presents a matrix to facilitate the evaluation of approaches and performance.

The following is a schematic of the proposed integrated approach that will ensure the involvement of partners, real partnership, and achieving the KRIs and KPIs.

The Proposed integrated approach of the future Project Implementation



6 Lessons Learned and Best Practices

Targeting and Planning

- Introducing qualified partners to the project is a good practice. The capacity of the partners was effective and they were efficient in all stages of the project.
- Dissemination and commercialization of the concept of partnership concept, and inviting several partners to participate in the project implementation is valuable, but on the other hand the pros and cons should be assessed to keep the efficiency satisfactory.
- Linking the project components to the national needs; youth empowerment makes the project valuable and has tangible impacts at the short-term and long-term.
- Empowering youth for employment is the core objective of the project and it is very relevant to the needs of the target group in the current challenging time.
- DCA/NCA activities were characterized by equality, non-discrimination, and gender mainstreaming, which improved the level of satisfaction among beneficiaries.
- Building the capacity of female and male youth in the fields of entrepreneurship and freelancing has proved its efficiency and effectiveness to the targeted group.
- The communication and contact between (trainers, experts, and agronomist) and youth were effective and efficient.
- Building the entrepreneurship mind-set was necessary to keep the youth on the track, to enhance their capacities as well as deepen their thinking on how to generate ideas and develop their own business as a future potentiality.
- Coordination with other actors as MOL and the private sector was limited from DCA/NCA side, the findings has proved the advantage of this coordination and why it should be enhanced.

Implementation

- The participatory approach applied by partners was effective and efficient in the inception phase. It was better if the same approach applied in the other phases among partners, mainly during the implementation phase.
- The use of social media was effective in calling the applicants, but it was better if there was one unified call and a pool of beneficiaries to enhance the joint work and coordination.
- Availability of the beneficiaries' database (contact information / mobile number and e-mail addresses) facilitates reaching them for other purposes, e.g., evaluation or further training.
- Building up the capacities of females and males on business management, marketing, communication and negotiation skills, bookkeeping, and gender related issues was very effective, and has great impacts at both short term and long term.
- Despite of the successful implementation of the training sessions for entrepreneurs, more specialized training sessions are needed to be conducted.
- The duration of some training sessions was limited.

The trial of tailoring and adapting the process of incubation and acceleration based on the needs for each idea/business exploited many resources from the MA'AN perspective. On the other hand, from the beneficiaries' point of view, it was a good approach and they recommend to follow it in the future.

Monitoring, Follow-up and Evaluation

- Using a unified form of semi-annual reports facilitates the reporting process by the partners and makes DCA/NCA tracking of progress and achievement easier.
- There was no one consolidated report for all the project components, as this report is necessary for both the donor and other stakeholders, i.e. evaluation consultants.
- The regular field visits and follow up of the implemented projects by MA'AN beneficiaries encouraged the beneficiaries to be closer to the projects and increased their commitment.
- Providing technical support and consultations continuously for entrepreneurs keep them updated, aware of recent knowledge and technologies, more able to overcome obstacles and promote the sustainability of their projects.
- A key lesson learned is the importance of building the flexibility in the planning and budgeting and being prepared to act, learn and adapt based on findings of monitoring and the beneficiary feedback.

7 Conclusions and Recommendations

Conclusions

- The overall review of the project concerning the six criteria; relevance, effectiveness, efficiency, impact and sustainability proved that the project is satisfactory in general.
- The project activities were solidly established based on the actual needs of the targeted groups and the mission of DCA/NCA and the partners.
- The synergies among partners activities are specifically noted in the various constitutive documents (concept note and logical framework), but it is absent from the regular narrative reports which present the outputs one after the other because each component of the project is assigned for one partner/ self-standing.
- According to the project proposal and log frame, one objective was assigned to each partner, which made each partner to focus on one objective, accordingly the coordination level among them was weak.
- The beneficiaries' satisfaction level is high.
- DCA/NCA and partners' team had solid experience in the project field, and it was familiar with the context.
- The project was cost effective and created remarkable effects at the short term and it is expected to create tangible impacts at the long term.
- The project had tangible impacts on the targeted beneficiaries; it positively affected their lifestyle and practices, improved their knowledge and empowered them economically and socially. In addition, long-term positive impacts are expected on their psychosocial wellbeing conditions.
- Based on the consultant's direct observation, the quality of services is very good and the quality of performance ranged between moderate to high.
- The performance of the partners was within the anticipated level and they fully achieved the planned targets.
- Monitoring procedures of project activities were good in general.

Recommendations

General Recommendations:

- Maintaining a participatory continuous training needs assessment of the target groups.
- Maintaining an understanding and commitment to Human Rights, Theory of Change, participatory approach and market system development as well as empowering the project beneficiaries in all interventions.
- Establishing a more comprehensive approach for coordination and networking with other relevant stakeholders, such as the Ministry of Agriculture, Ministry of Labor, Ministry of Entrepreneurship & Empowerment and other actors.
- Collecting the periodic reports and writing one period consolidated report for the project, to summarize the progress and conclude the reports submitted from the partners.
- Enhancing the visibility of the project in the media by documenting and disseminating the success stories.
- Develop a theory of change for the project and a baseline, Key Results Indicators (KRIs) and Key Performance Indicators (KPIs).

Recommendations for the Project Implementation Approach

- In spite of the active performance of the partners in this round of the project, the DCA/NCA should revisit the partnership model and re-establish the consortium based on a clear roles and responsibilities. A responsibility matrix and a partnership integrated approach should be drafted to determine the involved parties and their roles. DCA/NCA should prepare this matrix in parallel with the project design and log frame formulation in order to decide how to establish the consortium.
- The approach should take the formation of a project committee into consideration to ensure the continuous planning and follow up, to enhance successes, and to treat the challenges.
- Standardizing the advertising platform intended for registration / applications for all partners.
- The program efficiency could be enhanced through further coherence and interaction between different project components, so that experiences could be shared, better synergies could be increased and a more holistic approach could be used. The consultant recommends to define the core activities to all partners in order to link other activities to them and to ensure their integration at all project objectives. Single objective shouldn't be assigned for each partner.
- An advanced level of coordination and knowledge-sharing is recommended to improve the capacity and expand the best practices and experiences among the beneficiaries.

Recommendations for the training interventions

- To evaluate the training needs of the target groups and the market requirements continuously to determine their actual needs and design training programs that meet these requirements.
- To continue supporting the ICT sector in general and freelancing in specific, as it is considered a critical domain in the current context of Gaza and during the Covid-19 pandemic.
- To increase the duration of the training, particularly the training hours dedicated for the technical subjects (Android Mobile Applications Development, Graphic Design, PHP Laravel Framework Development, and UX/UI Design).
- The partners should consult other local actors to study the feasibility of providing advanced training skills in the fields of; [solving complicated problems](#), [utilizing modern technologies](#),

the requirements of the fourth industrial revolution, the internet of things, financial technology (fintech), artificial intelligence, machine learning, Data Science / big data, quality assurance, Business Intelligence, Enterprise Resource Planning (ERP), games, Augmented Reality/Virtual Reality (AR/VR). This is expected to enhance the coherence and synergy with the other actors and provided services. In order to build the capacities, enable the beneficiaries to overcome the challenges, and switch between potential models (freelancing, incubation, acceleration, etc.), all the beneficiaries from different partners / approaches should attend training programs / awareness workshops in; the needs of the local market, the needs of sectors/industries, the 21st Century skills, innovation tools and skills, and the entrepreneurship mindset. Encouraging young entrepreneurs to use the pro-innovation- in particular R&D services is highly recommended.

- Building the capacities of local Palestinian talents through facilitating external exchange/internships in certain high demand technological markets and subsectors is highly recommended.

Recommendations for incubation activities

- To enhance participation and representation in the other related events that conducted by other organizations and hubs in Gaza.
- To provide training on entrepreneurship topics to other partner NGOs.
- To allocate more time for mentorship, and widen mentors' pool.

Recommendations for grants management

- To continue the targeting of youth from different disciplines such as marketing, translation, finance, accounting, engineering, and art, i.e. ICT and non-ICT graduates.
- To increase the value of the financial support / grant to the beneficiaries.
- To make the grant procedures and values more flexible and provide the grants based on each business needs.
- To enhance the networking and to build relations among the beneficiaries from the different interventions, for example connecting the entrepreneurs with the beneficiaries who are skilled in e-marketing, content writing, and graphic design.
- Supporting and strengthening business links with the external world to facilitate the exchange of knowledge, best practices, and work ethics.

8 Annexes

Annex 1: list of Reviewed Documents

Annex 2: Tools

Annex 3: Details of Conducted Interviews, FGDs

Annex 4: Project Partners

Annex 5: Overall Achievement through Years 2019 and 2020 table

Annex 6: Matrix of Approaches and Performance Evaluation

Annex 1: list of Reviewed Documents

Nr.	Reference / Document	Type
1	NR -Revised Proposal-One Application Innovation and Entrepreneurship Clean	Project document
2	Annex 1 Log frame Gaza 2020-2024	Project document
3	Annex 2Implementation Plan	Project document
4	GRANTS DISBURSEMENT GUIDELINES	Project document
5	Assessment for WAC-ASALA and MAAN intervention 2019	Project document
6	Economic Empowerment Joint Partner Programme Model DCA-NCA - final draft	Project document
7	WAC ICT Innovation Hub	Partners reports
8	WAC Semi-Annual Report up to June30, 19	Partners reports
9	WAC Final Project Report 2019	Partners reports
10	WAC Semi-Annual Narrative Report 2020	Partners reports
11	ASALA Final report 2019	Partners reports
12	ASALA report Mid-term 2020	Partners reports
13	MAAN -Final year report 2019	Partners reports
14	MAAN Narrative report Mid-term 2020	Partners reports
15	ENDLINE & EVALUATION REPORT Strengthening resilience, agricultural recovery and green technology in Gaza – SCI, 2020	Study
16	Program Mid Term Evaluation (AMENCA 3)- Oxfam, 2019	Study
17	Baseline assessment for” Humanitarian Response to Food Security & Protection Needs in Palestine 2016-2017” - IDCO, 2017	Study
18	Secondary Impact Assessment of FFV Modality and Effectiveness of IGAs Implemented Under ECHO 2017 Action - Oxfam, 2017-2018	Study

Annex 2: Tools

 راي كونسلت RAI Consult	 DCA	 NCA
 actalliance PALESTINE BEST COUNTRY PROGRAMME		
Review for Economic Empowerment Project in Gaza		
Interviews Template– staff & partners		

Interviewee /Position		Organization
Day		Date
Time	From	To
Interviewer		

1- Could you please briefly introduce yourself?
2- Did you have a role in the planning phase of the project? What is your role in implementation and follow-up?
3- What are the criteria for selecting the target groups by the project?
4- What are the direct benefits of the project to Palestinian youth, women, and marginalized communities?

5- To what extent has the program been relevant to national priorities and communities' needs, mainly DCA-NCA, MOL strategic objectives, PNA development Plans, and other local and international strategies and objectives.
6- To what extent has the project been relevant the male and female youth needs?
7- Is the project's intervention model that has been designed is still effective and can be continue with good results?
8- To what extent has project management and governance been efficient? Structure, administrative arrangement and responsibilities
9- What is your opinion concerning the project Governance?
<ul style="list-style-type: none"> • Clear roles and responsibilities of each partner

- Clear objectives of the intervention
- Clear contribution of each partner
- The availability of information related to the intervention
- Clear monitoring and assessment mechanisms
- The availability of standards
- There is integrity and ethical behavior among partners
- Gender aspects

10- What were the identified challenges / impediments along the project interventions and how well did the project address them?

11- Did you identify / work with the right actors under the intervention strategies?

What indicators or shortcomings? are there any alternative proposals or improvements?

12- To what extent DCA consortium best utilized the project resources (cost-efficient)? Are the resources, capacity and timeframe adequate to achieve the program purpose?

Staff, tools, activities, budgets and time

13- To what extent the project adopted environmental friendly approaches and how?
14- How do you assess the collaboration & coordination between partners? For DCA staff (your opinion about the selection of the partners)
15- Did you receive any complaints from beneficiaries? If yes, how did you deal with it?
Complaints, suggestions and observations
16- Is the project period suitable to implement interventions as planned?
17- What are the impacts that you can observe? (direct, indirect, short, medium, intended, unintended, community, market)

18- How do you assess the status of the beneficiary before and after the intervention?
19- How do you assess the sustainability of implemented interventions?
20- To what extent does the program contribute to strengthening target groups' capacities, in particular those of male and female youth?
21- Are intervention strategies feasible, successful, cost-effective, scalable, replicable, and sustainable within the different agricultural recovery? In addition, Why.
What considerations need to be taken?
22- What are the main challenges that face you?
23- Recommendations & Notes

Review for Economic Empowerment Project in Gaza

Focus Group Form- beneficiaries

Day		Consult Name	
Date			
Time	From	To	

1. Target Group Description (Nature, Region, Status)	
2. What the goals and objectives of the DCA and partner organizations are?	
3. How did DCA & Partners identify you as target group/ beneficiary? (Selection criteria and selection process)	
4. Are the implemented interventions matching with your needs?	
5. How does the project affect social relationships between groups? Does it help promote harmony? Tension? Why?	
6. What are the key impacts of the interventions for you, your HHs, your community and on gendered roles of male and female in target HHs? (before and after comparisons are necessary)	
7. What is the new gained skills and to what extend you transferred the gained knowledge and experience?	

8. Assess the quality of technical approaches	
<ul style="list-style-type: none"> • Type of Business ideas • Training Topics • Acquired practices and experiences • Experience of staff and consultant in the project • Evaluation of the team follow-up • Project Duration • Appropriateness of funding for project activities • Challenges in the project • Intended/unintended results at the individual level and other stakeholders 	
9. Are there any activities include hurtful or negative impacts to community or environment? If yes, what and how?	
10. What are your recommendations for similar projects in the future?	
11. Is there anything else you think is important for the topic but has not been previously mention	

Recommendations & Notes

Annex 3: Details of Conducted Interviews, FGDs

List of Interviews				
#	Name	Position	DCA\NCA Partners	Email address
1	-Nidal Hamdouna	Program Officer Economic Empowerment and Humanitarian Response	DanChurchAid (DCA) & Norwegian Church Aid (NCA)	nham@dca.dk
	-Reem R. Al-Sharif			real@dca.dk
2	-Ihab Abu Hussein	MAAN Program manger Innovation Hub	MAAN Development center (MAAN)	ehab@maan-ctr.org
	-Majd Al-Majdalawi			M.almajdalawi@maan-ctr.org
3	-Esraa shaker	Project coordinator	Women Affair center (WAC)	e.shaker@wac.ps
	-Hana Zant	Information & Research program Coordinator		hana.zant@wac.org.ps
4	Mohamed Jadba	Project coordinator	Palestinian Businesswoman's Association (ASALA)	mohammed.aljadba@gmail.com

Female - FGDs						
List of Participants						
#	Name	Project	Partner	Location	Mobile	Email
1	Esraa yaseen	Dexter Laboratory	(ASALA)	Gaza	0597242730	engesra2009@gmail.com
2	Fedaa El Masri	PHP Laravel Framework Development	WAC	North Gaza	0597768613	fedaaelmasri@gmail.com
3	Saraa El Masri	Graphic Design	WAC	North Gaza	0599026576	saraawni92@gmail.com
4	Amal Al Jojo	Educational game	Maan	Gaza	0599264987	amalaljojo2018@gmail.com

Male - FGDs						
List of Participants						
#	Name	Project	Partner	Location	Mobile	Email
1	Nabil Al Helou	Production of distilled water	(ASALA)	Gaza	0597131245	Nabilalhelou@gmail.com
2	Ahmad Hejazy	School of Engineers	(ASALA)	Al Wasta	0595135145	ahmedhejazi38@gmail.com
3	Saleh Anbar	Digital marketing	(ASALA)	Gaza	0595653624	saleh@titansdm.com
3	Mohamed Tamous	Liquid fertilizer	Maan	North Gaza	0598277116	mhmdh5740@hotmail.com
5	Mahmoud Abu Rajila	Hatching and fattening of municipal and hybrid chickens	Maan	Rafah	0598377464	0598377464m@gmail.com

Annex 4: Project Partners

Partner	Main objective	Provided Service	Target group	Output	Budget(\$) 2020
MAAN Project	Youth Innovation Hub	Training and creating job opportunities	young females and males' potential entrepreneurs in Gaza	<ul style="list-style-type: none"> ✓ Support the operations of MA'AN HUB for innovation and entrepreneurship ✓ 75 youth /Experiential and practice sensitive entrepreneurship training, coaching, and mentorship programs ✓ 3 Seed funding 	50,073
WAC Project	Economic Empowerment Program- Promoting Young Women Employability through Digital Work- Freelance	Technical and freelance training Coaching	vulnerable female and male youth	<ul style="list-style-type: none"> ✓ 2 Workshops with ICT private sector companies, universities, and ICT active actors ✓ Conduct training including 160 hours training ✓ 4-months Coaching and Mentorship services ✓ Develop and update a curriculum methodology ✓ 4-hour training for the beneficiaries targeted by WAC, ASALA on gender ✓ 4 technical awareness sessions ✓ 1 Event to link between young women, ASALA, and MA'AN to promote their work to the local/global community. 	70,692
ASALA Project	Economic empowerment for Gaza entrepreneurs	Grants Training entrepreneurship	young females and males' potential entrepreneurs in Gaza	<ul style="list-style-type: none"> ✓ Support 20 young females and males to access grants (Disbursal of grants) ✓ Formulated advisory committee ✓ Organizing an event in coordination with WAC and MAAN 	63,329

Annex 4: Overall Achievement through Years 2019 and 2020 table

INTERVENTION LOGIC:	INDICATOR:	Baseline (2019 base year)	Planned Target (2020)
Outcome for the three partners: Enhanced employability skills and job opportunities for Gaza youth	# of female and male youth trained who report increased confidence levels/with improved skills to design and launch MSME's	55	128
	# of young women and men that are self-employed 12 months after the intervention	50	57
	# of young women and men that are employed 12 months after the intervention	32	35
	Number of established/expanded SMEs applying new climate smart technologies	46	45
	Average monthly income per enrep. (USD) generated as a result of the intervention.	340 USD	340 USD
Output (1.1): MA'AN HUB for Entrepreneurship strengthened to provide gender-sensitive extension services for female and male youth entrepreneurs	1.1.1 # Number of female and male youth participating in the entrepreneurial programs in MA'AN HUB	25	140 young women and men (at least, 30% female)
	1.1.2 A research proposal addressing markets key systematic constraints is elaborate	0	One Research Proposal/Plan
Output (1.2): Experiential and practice-based gender-sensitive entrepreneurship training, coaching, and mentorship programs implemented for female and male youth in the HUB	1.2.1 Number of female youth entrepreneurs participating in the pre-incubation training and coaching process	25	50 female and male youth
	1.2.2 Number of female and male youth entrepreneurs accessing support services (mentorship, extension services)	10	15 female and male youth
	1.2.3 Number of female youth entrepreneurs participating in the Entrepreneurship Training	0	90 female and male youth
	1.2.4 Number of female youth entrepreneurs participating in the Green Economy Training	0	50 female and male youth
Output (1.3): Seed funding provided to female and male youth entrepreneurs with viable environmentally sustainable business plans	1.3.1 Number of female and male youth entrepreneurs benefiting from seed funding as part of the incubation and acceleration program	5	5 female and male youth (3 businesses)

INTERVENTION LOGIC:	INDICATOR:	Baseline (2019 base year)	Planned Target (2020)
with a focus on agriculture and green innovations			
Output 1.4: Linkages and networks established to support entrepreneurs' access to supporting services and enabling actors.	1.4.1 # Number of visitors to the entrepreneurs Café	0	80
	1.4.2 Number of female and male youth accessing financial resources for their SMEs	4	4
Output 2.1: Female and male youth entrepreneurial skills enhanced (through entrepreneurship, mentorship and coaching services)	2.1.1 # of entrepreneurs' youth with improved knowledge and skills in managing small business through ASALA's business coaching and mentoring.	20	20
Output 2.2: Access to reliable economic opportunities enhanced by providing conditional cash grants for youth with viable environmentally sustainable business plans.	Ind 1.2.2: grants provided to female and male youth entrepreneurs with viable environmentally sustainable business plans.	20	20
	Ind 1.2.3 Female and male rights holders who have established their own enterprises	14	14
	Ind 1.2.4 business expanded through conditional cash grants assistance	6	6
Output 3.1: Workshops conducted with ICT private sector companies, universities, and ICT active actors to ensure systematic coordination on labour market and better women's inclusion.	2 workshops conducted with ICT private sector companies, universities, and ICT active actors	2	2
Output 3.2: Targeted young women trained and received coaching and mentorship services annually in Technical, freelancing, and digital communication skills on non-traditional freelancing related tracks of employment.	(30) Targeted young women trained annually in freelancing, digital communication, and technical non-traditional freelancing related fields of employment.	30	30
Output 3.3: A curriculum methodology updated and developed and applied by	A curriculum methodology exists and used by academia and ICT private companies annually.	7	6

INTERVENTION LOGIC:	INDICATOR:	Baseline (2019 base year)	Planned Target (2020)
academia and ICT private companies.			
Output3.4: Awareness increased toward freelancing work environment amongst targeted beneficiaries' families.	Conduct 2 live sessions over Social Media to increase awareness amongst targeted beneficiaries families and communities towards freelancing work environment.	0	2
Output 3.5: A business plans developed annually linking business ideas elicited from young women entrepreneurs that were targeted on the previous years by DCA project.	-(15) Targeted young women generate business ideas annually. A business plan exists and used annually.	15	15 business ideas annually.
Output 3.6: Beneficiaries targeted by WAC, ASALA, and MA'AN trained annually on gender, gender equality, women rights, and decent work criteria.	(80) Of the targeted groups trained annually and increased skills and knowledge on gender, gender equality and women rights.	30	80
Output 3.7: Technical awareness workshops conducted by the targeted beneficiaries for their peers with full support by WAC.	(4) Technical workshops conducted at universities by beneficiaries for their peers.	4	4
Output 3.8: Events organized to link between young women, ASALA, and MA'AN to promote their work to the local/ global community.	(1) Events conducted and linked between trained young women and MAAN and ASALA to promote their work to the local/ global community.	1	1

Annex 5: Matrix of Approaches and Performance Evaluation

Criteria		MAAN (Entrepreneurship / Incubation Approach)	WAC technical capacity Approach	ICT	ASALA Grants Approach
Relevancy	Meets the needs and priorities of the target group				
	Aligns with national social and economic development goals				
	Effective partnerships with partners/ stakeholders				
	Logic and validity of vision				
	Validity of objectives				
	Innovative tools and procedures				
	Compliances to local laws and policies				
Coherence	Consistency of activities and outputs with the overall goal and objectives				
Effectiveness	The objectives are achieved / are likely to be achieved?				
	Considering the factors influencing the achievement of the objectives?				
	Final results (satisfaction level)				
	Cost-effect analysis				
	Satisfaction of beneficiaries				
	Considering poverty / vulnerability				
Efficiency	Time management / schedule / achievement on time				
	Engagement time of beneficiaries to the services				
	Efficient systems and procedures of implementation and follow up.				
	Cost-efficient activities				
	The activities implemented in the most efficient way compared to alternatives				
	Accessibility of all groups				
	Risks management				
	Coordination with local authorities				
	Utilization rates of resources				
	Services meet good practice standards				
Impacts	The results of the program				
	The difference to the beneficiaries				
	Number of people has been affected				

Criteria		MAAN (Entrepreneurship / Incubation Approach)	WAC technical capacity Approach	ICT	ASALA Grants Approach
	Social impacts (for the beneficiaries themselves and their relatives)				
	Empowerment impacts				
	Income generation / value (short term)				
	Income generation and growth (long term)				
	Networking with others				
	% of successful cases				
Sustainability	Benefits continuing / likely to continue after projects / program completion				
	Long term economic, social, humanitarian and development results				
	Financial sustainability (income generation)				
	Environmental / Social sustainability (for the beneficiaries themselves)				
Cross Cutting Issues	Rights-based commitment				
	Gender Equality:				
	Inclusion of PWD				
	Access to information				
	Complaints and feedback mechanism				
Partner Performance and capacity to manage the approach	Operational capacities of the partners				
	Institutional setup				
	Clear responsibilities and roles				
	Transparency, transferability or adaptability				
	Financial management				
	Quality of day-to-day management				
	Personnel				
	Flexibility				
	Internal MEAL System				
Sustainability of institutional capacity					
Total					
Score (%)					